

# Washington State

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## Guide to Trip Reduction Performance Program

Proposals due November 29



Washington State  
Department of Transportation

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Prepared by the Washington State Department of Transportation's Public  
Transportation and Commute Options Office

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## Introduction

The Washington State Department of Transportation is looking for business leaders to create and manage projects that help get people out of their cars and onto buses, trains, vanpools and other commute alternatives. Whether you're a private employer, public agency, developer, or property manager, you're eligible to compete for funding for motivating people to opt out of their vehicle.

Your company can bring in up to \$100,000 per year by creating a project that reduces the number of employees who drive alone to work. WSDOT will reimburse startup costs—up to half of your awarded amount—and, if you're successful at getting people to take a bus, a bike, or other commute alternative on a regular basis, WSDOT will pay you.

The more people that participate in your program, the more money you earn. Exceed your goal, and you'll receive a performance bonus. It's as simple as that.

### What's in it for you?

#### Gain economic benefits

The Trip Reduction Performance Program makes good business sense. By participating, your organization can generate up to \$100,000 per year in new revenue. Projects with multiple partners can earn even more, up to \$250,000 per year. Reducing employee commute trips may also help you reduce business costs such as taxes and employee parking.

#### Meet employee transportation needs

Creating and implementing a commuter benefits program may help you attract and retain talented employees. By providing a variety of commuting choices, you can help employees meet their transportation needs, reduce commuting time, and reduce gas costs.

#### Get help getting started

You can get training and personalized help to develop your proposal. WSDOT will even reimburse you for start-up costs up to 50 percent of your total contracted amount.

#### Strengthen your program

If you already have a commute trip reduction program, this Trip Reduction Performance Program can make it even stronger. Expand your program and get reimbursed for adding employee incentives such as free transit passes to encourage employees to ride the bus.

## Demonstrate leadership

By participating in this program, you will play a visible role on issues important to the public. Be known in your community as a company that cares about reducing traffic congestion, pollution, and energy consumption. The Spokesman Review, Nintendo of America Inc., and The Evergreen State College were among organizations that did their part in the 2003–2005 program.

## Is TRPP a grant program?

TRPP is not a grant program. TRPP is an incentive program to help implement new projects that reduce drive-alone commuting on a long-term basis. The more drive-alone trips each project reduces, the more funding it can receive.

## Who can apply?

TRPP funds are available statewide on a competitive basis for:

- private employers
- public agencies
- nonprofit organizations
- developers
- property managers or their agents.

## What kinds of projects will be funded?

To be eligible, projects must that reduce drive-alone commuting by providing financial incentives to their own or other employees for ridesharing, public transportation, nonmotorized transportation, telework, and compressed workweeks. Projects must also be measurable to be eligible for TRPP funding; for information on how to measure your project, refer to page 6.

TRPP projects (or *trip projects*) will offer sustainable ways to reduce drive-alone commuting. As an applicant, you can develop the scope and design of a project, along with the duration and projected goals.

## Lessons learned from the CTR Grant Program

This section briefly reviews the Commute Trip Reduction (CTR) Grant Program, which was the first version of the Trip Reduction Performance Program. Participants told us that some areas needed to be improved and we have attempted to do so in the modified program. In addition, some successful projects provide models for new proposals and those are briefly described in this section as well.

Below are details of the top two projects from the CTR Grant Program, and what helped to make them successful. These ideas and principles can be applied to the Trip Reduction Performance Program.

### Spokane County's CTR Tracking Calendar at "MyCommute.org"

The project provided a user-friendly, online system that captured data on employees, and encouraged drive-alone commuters to try one of the many commute options. This on-line calendar allows for the collection of data every month, creating a better picture of the frequency that employees are using the various commute modes than an annual weeklong snapshot.

#### Spokane Project Results

- Award amount - \$99,000
- Projected number of trips reduced – 254
- Actual number of trips reduced – 985 or 388%
- Amount per trip - \$119.80
- Total grant amount including bonus - \$118,800

#### Tools for Success

- Incentives were used to attract employees toward trying an alternative. Incentives included:
  - Visa cash cards ranging from \$10 to \$50 for participants
  - Three Grand Prizes of \$500, \$1000, and \$1500 for participants
  - Three \$500 cash card prizes offered to ETCs who participated
- The online calendar allowed ETCs to track employee participation, helping to justify cost and time spent on CTR activities, and gain management support for their program.

### City of Redmond's – Reward for Performance

The City of Redmond partnered with King County Metro and the Greater Redmond TMA to provide performance based incentives to employers for reducing the number of vehicle trips to their Redmond worksites, as well as for maintaining those trip reductions into a second year.

#### Redmond Project Results

- Award amount - \$123,000
- Projected number of trips reduced – 300
- Actual number of trips reduced – 1,032
- Amount per trip - \$143
- Total grant amount including bonus - \$147,600

#### Tools for Success

- Incentives were used to attract employees toward trying an alternative
  - During the first and second year of the program participating employers were rewarded \$300 for each trip reduced
  - The employer will also receive an additional \$150 for each reduced trip that is maintained into the second year

A total of \$97,779.50 in incentives was given to employers

## Lessons learned from CTR Grant Program

This section takes a look at the success of the CTR Grant Program and the areas that needed improvement.

### Program success

Perhaps the most important lesson learned was that programs like this can be successful!

One of the keys to success for the 14 grantees that exceeded their goal under the CTR Grant Program was offering financial incentives. Twelve of the fourteen grantees that exceeded their goal used financial incentives to increase participation in their project. They found that once a participant used a commute alternative, they were more inclined to continue using the alternative, even after the incentives ran out.

### Areas for Improvement

Due to the short timeline for implementing the 03–05 CTR Performance Grant Program, inconsistencies within some of the program elements caused confusion among many of the grant recipients. For instance, the concept of buying and selling trips to help reduce congestion is new. No other states have attempted this type of project, which added to the difficulty of designing and implementing the program within the short six-month timeline.

Dealing with these issues helped WSDOT to identify areas to improve within the overall program, as well as ways to increase the likelihood of success for future recipients.

### Find out more

Details about each project and information on how WSDOT improved these areas are presented in the CTR Performance Grant Program Final Report located at:  
[http://www.wsdot.wa.gov/tdm/program\\_summaries/trpp\\_intro.cfm](http://www.wsdot.wa.gov/tdm/program_summaries/trpp_intro.cfm)

#### Project Successes

- Nearly 50% of the projects exceeded their goal
- 75% of the projects received performance funds
- Overall goal was exceeded by 41%
- Over 5,100 trips were removed from the highway system at approximately half the cost of providing new highway capacity\*

**\*Based on the optimal tolling rate for efficient use of the highway system in the Puget Sound region.**

#### Areas for Improvement

##### Confusion

Areas within the program that caused confusion among the grant recipients were identified mainly through conversations, a Project Update Questionnaire (April `05) and a Final Project Report (June `05).

- The program's purpose
- The measurements / surveys and calculations
- Coordination and a designated contact person

##### Program Inconsistencies

Inconsistencies between WAC 468-60, the application, the contract and website were identified as areas that needed to be improved.

- Projected goals
- The timeline for start and end dates

## How TRPP projects will be funded

For the 2005–2007 biennium, \$1.5 million is budgeted for TRPP projects. The selection committee will award a minimum amount of the TRPP funds in three zones:

- Ten percent of for Central Puget Sound: King, Pierce, Snohomish counties
- Ten percent for non-Central Puget Sound applications
- Ten percent for applications that offer projects on a statewide basis

Remaining funds will be awarded based on the project's ranking and available funds.

*Note: WSDOT is bound to this distribution only if there are applications that fit the program structure and are viable, cost-effective trip reduction projects.*

## How much money can my project receive?

Funds will be allocated based on the estimated commute vehicle trips and miles traveled that will be reduced as a result of the project.

## What is the maximum amount I can receive per trip?

WSDOT will pay a maximum cost per trip of \$460. You will provide an estimate of the anticipated performance (the goal, or number of trips and miles reduced) for each year, and the amount of funds you request.

## How will WSDOT award the funds?

Once the selection committee ranks the projects, WSDOT will award funds based on committee ranking until seven hundred fifty thousand dollars is awarded in each fiscal year or all cost-effective projects are funded.

## How much money can be awarded to a partnership?

Each organization (agency or employer) on the application may receive up to one hundred thousand dollars with the total amount not to exceed two hundred fifty thousand dollars per application, per fiscal year. No one employer, etc., may receive more than one hundred thousand dollars per fiscal year. An agent "who will provide the financial incentive to the employee" can submit a project partnership application and be the prime recipient for the project.



## How to apply for TRPP funding

To apply for TRPP funding, submit a completed TRPP application form by November 18, 2005. A copy of the application form is available online at [www.wsdot.wa.gov/tdm/program\\_summaries/trpp\\_intro.cfm](http://www.wsdot.wa.gov/tdm/program_summaries/trpp_intro.cfm) or by emailing [hartser@wsdot.wa.gov](mailto:hartser@wsdot.wa.gov)

The following optional, free trainings will be available to help you develop your proposal:

November 2—Lacey

November 4—Spokane

November 4—Bothell

To register for trainings, email Robin Hartsell at [hartser@wsdot.wa.gov](mailto:hartser@wsdot.wa.gov).

### Who can apply?

TRPP funds are available statewide on a competitive basis for:

- private employers
- public agencies
- nonprofit organizations
- developers
- property managers or their agents.

### How many applications can I submit?

You may submit more than one project application; however, when the sum of all the selected project costs are combined, they cannot exceed what the individual applicant is eligible to receive.

### How long does my project need to last?

Your project must last at least one year and may last up to five years. You must say on your application how long your project will last.

### If I apply for a one- to two-year project, can I later extend it?

You will be able to apply for an extension if your project is successful. If your project is granted a renewal, you may be required to conduct another baseline measurement. Renewal applications may also include a proposed adjustment to the trip price and/or goal. Adjustments to the trip price or goal are subject to approval by WSDOT.

## Eligibility for TRPP funding

To be eligible for TRPP funding, projects must meet two requirements.

1. The applicant must provide *financial incentives* to their own or other employees for ridesharing, using public transportation, car sharing, or non-motorized commuting.
2. Projects must be measurable. For information about how to measure the commute trips and VMT your project reduces, see the following page.

### What does *financial incentive* mean?

A financial incentive is a policy, procedure, capital investment or payment intended to provide employees a financial gain if they commute in ways other than by driving alone.

Eligible incentives may include, but are not limited to:

- Providing a free transit pass
- Reducing the parking charge for rideshare vehicles
- Initiating parking charges for employee vehicles
- Reducing the cost of a transportation service such as a transit pass
- Paying the membership fee for a car sharing program
- Providing employees alternative work week schedules
- Providing a direct cash payment
- Reducing the insurance rate for employees who reduce the use of their vehicle for commuting
- Reducing the distance an employee travels to work by reassigning their work location to a worksite closer to their home

## Preparing to measure project performance

To be eligible for TRPP funding, you must be able to measure actual reductions in drive-alone trips and vehicle miles traveled (VMT) as a result of your project. Receiving performance funds and bonuses will depend on the accuracy of your measurements.

### How will I measure my project's performance?

You will measure your project's performance by conducting surveys that count the vehicle trips and VMT made by the employees in your project or program. At the beginning of your project, you must survey your target audience about their commuting habits. This is called a *baseline survey*. Only one baseline measurement will be required unless you decide that more than one is necessary and you include that information in your project's scope of work.

Each subsequent survey is called a *performance survey*. Performance surveys must adjust for changes in employee populations during the project period.

### What type of survey should I use?

You may use the Commute Trip Reduction (CTR) survey. You may also use another survey so long as you clearly explain in your application how you will count and calculate reduced trips and VMT and how you will adjust for changes in employee population. An alternate survey must produce as accurate an estimate of the trips reduced as if you used WSDOT's survey.

### What if I change my mind about the survey I should use?

If your project is funded and you find later that you need to deviate from the survey plan approved with your application, you must contact WSDOT to have your changes reviewed and approved. If you change your survey plan without WSDOT approval, your results may be disqualified.

### How many surveys will I be required to conduct?

For one- to two-year projects you will be required to conduct a baseline survey and will have the option to survey the employees midway through the project (by June 15th if it is a two-year project).

For three- to five-year projects, you will be required to survey the eligible project employees at the beginning of the project, and during each biennium by June 15th. All projects must conduct surveys at the conclusion of their efforts.

### What is a mode split?

*Mode split* is the percentage of employees traveling to work using various means of transportation, known as *modes*. For example, if seventy-three percent of the employees arriving at a work site drive alone, the drive-alone mode split is seventy-three percent

### What is the average commute distance?

One trip is assumed to equal 14.6 VMT (the average commute distance measured as part of the CTR program) or the average one-way commute distance for the employees covered by the project.

### How will WSDOT calculate trips reduced?

WSDOT will calculate the average number of vehicle trips made per day per employee in the baseline survey, and again in the measurement survey. The difference, multiplied by the number of employees in the measurement survey, is the change in the number of vehicle trips.

In calculating the average number of vehicle trips, WSDOT will use vehicle occupancy information collected during the baseline and measurement surveys or, when the surveys do not collect this, conservative assumptions (2 persons per carpool, 7 per vanpool, 25 per bus).

## Developing a successful TRPP project

To receive Trip Reduction Performance Program funding, you must design a project that both meets the basic requirements described on the previous pages and that possesses all or some of the characteristics described below. These are also the criteria against which your project will be reviewed.

### 1. Cost-effective

Your project must be able to reduce trips for less than \$460 per trip—the amount WSDOT would otherwise spend on our roads for that trip. The fewer TRPP dollars paid out per trip and miles reduced, the better. Remember, you will be bidding to remove these trips and miles from the system.

How was the maximum cost per trip set at ?

WSDOT's analysis shows that this amount is the best rate for a toll on the highway system when both cost and willingness to pay are taken into account.

### 2. Sustainable

Design a project and build partnerships that will give the project a high probability of continuing its successes after all TRPP funds are used.

### 3. Innovative

Propose a new idea, or something that's been done before but is new to the area.

### 4. Predictable or reasonable

Present reasonable estimates of employee participation, trip reduction, and VMT reduction.

### 5. Avoid redundancy

If possible, provide services that are not already available to the employees.

### 6. Thoroughness

Research your project thoroughly. Your application should include enough detail to show that you have clearly thought it through.

## **How to apply for TRPP funding**

To apply for TRPP funding, submit a completed application form by November 29, 2005. The form is available online at [www.wsdot.wa.gov/TDM](http://www.wsdot.wa.gov/TDM) or by emailing [hartser@wsdot.wa.gov](mailto:hartser@wsdot.wa.gov)

### **How many applications can I submit?**

You may submit more than one project application; however, when the sum of all the selected project costs are combined, they cannot exceed what the individual applicant is eligible to receive.

### **How long does my project need to last?**

Your project must last at least one year and may last up to five years. You must say on your application how long it will last.

### **If I apply for a one- to two-year project, can I later extend it?**

You will be able to apply for an extension if your project is successful. If your project is granted a renewal, you may be required to conduct another baseline measurement. Renewal applications may also include a proposed adjustment to the trip price and/or goal. Adjustments to the trip price or goal are subject to approval by WSDOT.

### **What if my project's audience is also targeted by another project?**

You can't claim full reduction in employee commute vehicle trips or commute VMT if another project is also claiming them. If WSDOT finds that project overlap will occur, we will notify the applicants and give them an opportunity to adjust their trip prices and goals. The payout for areas where WSDOT can determine the overlap will be adjusted by dividing the amount per trip by the number of TRPP projects involved in the overlap.

# How projects will be selected

## Who will decide what projects receive funding?

A committee will review the applications and select projects to be funded. The chair of the CTR Task Force will choose the members of the committee between six and nine members, including:

- at least two members of the CTR Task Force
- at least one member from Central Puget Sound and one from the rest of the state
- at least one employer
- at least one transit member
- at least one city government representative

## On what basis will projects be selected?

To be selected, a project must:

1. Meet the program requirements to provide incentives and be measurable
2. Rank highly in the competitive review process

## What are the review criteria?

The applications will be reviewed based on the following criteria. Projects that are innovative will be given additional consideration.

- **Cost effectiveness**

Does the project have a high likelihood of achieving its benefits at a relatively low expenditure of TRPP funds? Are the projected benefits achievable at a cost less than providing the equivalent roadway capacity<sup>1</sup>?

- **Sustainability**

If this project is funded, will its benefits continue after the funding element of the project has been completed? Do the project design and partnerships indicate a high probability for continuing the project after all TRPP funds are used? Can the reduction in trips be sustained over multiple years?

- **Innovation**

Is the proposed project a new idea, or something that's been done before but is new to the area? Does the project propose unique cost-effective ways to reduce trips?

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<sup>1</sup> Based on the optimal tolling rate for efficient use of the highway system in the Puget Sound region

- **Measurability**

The performance of the project must be measurable. If an applicant proposes to use a measurement approach other than the CTR survey form, a detailed measurement plan will be submitted as a part of the application and must be approved by WSDOT. The measurement approach must be as accurate an estimate of the trips reduced as would be generated if the applicant made use of the WSDOT-developed measurement tool.

- **Project predictability**

Are the estimates of employee participation, trip reduction, and VMT reduction likely to be achieved based on the assessment of the review committee?

- **Avoidance of redundancy**

Does the project provide services that are not already available to the employees?

- **Thoroughness**

Has the project been thoroughly researched and carefully thought out? Are adequate details presented in the application?

## **Implementing projects and getting paid**

### **Contracting with WSDOT**

Once projects have been selected, the applicant will enter into a contract with WSDOT for implementation of the project<sup>2</sup>. The contract will establish the amount of money the organization or partnership (contractor) can receive for the project, the amount per trip, the timelines, and performance expectations.

The funds will be provided to the contractor through three approaches: start-up funds, performance funds and performance bonus funds.

### **Make sure your baseline survey plan is approved**

All projects must conduct a baseline survey at the beginning of the project. WSDOT must approve your plan for surveying before you begin your project.

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<sup>2</sup> A draft contract will be made available by WSDOT prior to the project selection process



## **Receiving startup funds**

Startup funds can be requested in the first year of the project; however, no startup funds will be paid until the baseline measurement is completed and accepted by WSDOT. One- to two-year projects may request up to fifty percent of the awarded amount.

Three- to five-year projects are eligible for start-up funds through a phased payment approach:

1. The total project amount multiplied by 0.5
2. Divided by the number of years in the project
3. Equals the amount available per year

Start-up funding will be provided on a dollar for dollar, cost-reimbursable basis, but will not exceed fifty percent of the total project award for the duration of the project. Once again, no startup funds will be paid until the baseline measurement is completed and accepted by WSDOT. The remaining award amount is considered performance funds.

## **Receiving performance funds**

Remaining funds will be available to you following the performance measurement. All projects must reduce trips to be eligible for performance funds.

### **Measurements for one- to two-year projects**

For one- to two-year projects, you are required to measure at the beginning and end of your project and you have the option of measuring performance at the halfway point.

If you conduct a survey at the halfway point, you will be eligible to receive half of the performance funding with the balance available after the final survey. If you decide to forego an interim survey, all of the remaining funds will be available after the final survey, depending on the performance of your project.

### **Measurements for three- to five-year projects**

For three- to five-year projects, you must measure your project's performance at the beginning of the project, at the end of each biennium (by June 15th), and at the end of the project.

## **Receiving performance bonuses**

These funds will only be provided at the end of the contract period and you will receive the funds for additional performance based on the same award rate per trip reduced and same award rate per VMT reduced as identified in your contract.

You will be eligible to receive additional bonus funds up to one hundred twenty percent or up to the maximum per trip cost (whichever is less) for every trip that exceeds your anticipated performance (the projected number of trips reduced). The performance bonus portion of the funding will only be available if funds are remaining in the TRPP account.

### **Delay will reduce project funding**

All projects must be implemented within three months (first quarter) after signing the contract in order to receive one hundred percent of the awarded funds.

Reduced amounts of funding will be available for projects implemented after the first quarter following the signing of the contract:

- If your project begins in the second quarter, seventy-five percent of the awarded funds will be available.
- If your project begins in the third quarter, fifty percent of the awarded funds will be available.
- If your project begins in the fourth quarter, twenty-five percent of the funds will be available.

### **How do I get TRPP funds?**

To request funds, you must submit a TRPP fund disbursement form available online or by emailing [hartser@wsdot.wa.gov](mailto:hartser@wsdot.wa.gov).

On this form you will identify the amount funds you're requesting and provide performance documentation, and/or receipts for start-up cost expenditures.

### **Who do I call for help?**

For support, contact Robin Hartsell at (360) 705-7508 or [hartser@wsdot.wa.gov](mailto:hartser@wsdot.wa.gov)

## Definitions

**Agent** An organization or individual who represents the private employer, public agency, nonprofit organization, developer, or property manager and is charged with managing the TRPP or providing the employee the financial incentive.

**Annualized commute vehicle trip**—The average number of vehicle trips made each working day by a commuting population. If, for example, one hundred employees drive alone to a job that lasts six months, the result would be fifty “annualized” commute vehicle trips. WSDOT assumes 250 workdays per year for calculating an annualized trip.

**Car sharing** A membership program intended to offer an alternative to car ownership under which persons or entities that become members are permitted to use vehicles from a fleet on an hourly basis.

**Commute mode**—The means of transportation an employee uses to travel to work, including driving alone, carpooling, and others. Commute mode can also refer to an alternative work schedule or teleworking.

**Commute vehicle miles traveled per person (VMT)**—The average distance employees travel to work (one way) in a motor vehicle, divided by the vehicle occupancy. For passenger cars, trucks, vans, and motorcycles, WSDOT will calculate the vehicle occupancy from survey data using CTR Task Force guidelines, or from equivalent data as agreed by WSDOT and the applicant. For buses, WSDOT will assume an average occupancy of twenty-five persons. Bicycling, walking, riding trains, and the avoidance of commute vehicle trips via telework and use of compressed workweeks will not be considered as using motor vehicles.

**Commute vehicle trips**—The vehicle trips made to bring employees to work at a worksite or specified collection of worksites each morning.

**Cost-effective application**—An application that proposes a project that will reduce commute vehicle trips and commute vehicle miles traveled at a cost less than the defined roadway capacity cost of X.

**Eligible trips**—The commute trips taken by employees at the targeted worksite(s) established in the applications and measured using the proposed measurement methodology.

**Financial incentive**—A policy, procedure, capital investment or payment intended to provide employees a financial gain if they commute in ways other than by driving alone. For example, the eligible incentives may include, but are not limited to: Providing a free transit pass, reducing the parking charge for rideshare vehicles, initiating parking charges for employee vehicles, reducing the cost of a transportation service such as a transit pass, paying the membership fee for a car sharing program, providing employees alternative work week schedules, providing a direct cash payment, reducing the insurance rate for employees who reduce the use of their vehicle for commuting, or reducing the distance an

employee travels to work by reassigning their work location to a worksite closer to their home.

**Mode split** The percentage of employees traveling to work using various means of transportation, known as *modes*. For example, if seventy-three percent of the employees arriving at a site drive alone, then the drive-alone mode split for the worksite is seventy-three percent.

**Performance**—The reduction in the number of commute vehicle trips to the work location and the reduction in the commute vehicle miles traveled by employees at the specified work location(s).

**Reduced commute vehicle trips**—The change in the number of vehicle trips made to bring a consistent number of employees to a worksite or collection of worksites.

Reductions in vehicle trips can be measured by:

1. Conducting a baseline survey that measures the number of vehicles arriving at the specified worksite(s) and the mode split, and
2. Conducting a subsequent survey that includes the same audience, the mode split, and an adjustment made for the change in the number of employee responses between the two surveys.

The difference between the two surveys will show an increase or reduction in commute vehicle trips.

**Reduced VMT**—The measured change in the number of vehicle miles traveled per employee. Reduced VMT can be calculated from two separate surveys that measure the commute distance per employee and the way they commute to work.

**Telework** A program where work functions that are normally performed at a traditional workplace are instead performed by an employee at his or her home at least one day a week for the purpose of reducing the number of trips to the employee's workplace.

[Insert Application Form]